Ministry of Technology, Innovation and Citizens' Services

2015/16 Annual Service Plan Report

For more information on the Ministry of Technology, Innovation and Citizens' Services, see Ministry Contact Information in Appendix A or contact:

Ministry of Technology, Innovation and Citizens' Services:

PO BOX 9440

STN PROV GOVT

VICTORIA, BC

V8W 9V3

or visit our website at
http://www.gov.bc.ca/citz

Minister's Message and Accountability Statement

It is my honour to present the 2015/16 Annual Service Plan Report for the Ministry of Technology, Innovation and Citizens' Services.

The ministry continues to work diligently to support our three core goals: to create conditions for B.C. businesses to be successful, to enable improved citizen interactions with government, and to deliver efficient and effective services to the public sector.

In early 2016, we launched the #BCTECH Strategy, a framework for supporting growth in B.C.'s technology sector and diversifying B.C.'s economy. The ministry is working with stakeholders such as the BC Innovation Council, to ensure that B.C. continues to be a hub for technology investment, development and job creation.

We continue to make it easier to do business with government by finding ways to reduce or eliminate red tape. In addition to the simplified short-form Request For Proposals (RFP), we've made the standard RFP application easier to use, and we continue to work on medium and longer-term projects, such as the upgrade of our online contract site, BC Bid.

In September 2015, we proudly opened our newest Service BC Centre in Victoria, which doubles as a test bed for new technologies to reduce wait times and improve accessibility for clients. Service BC also expanded and integrated regional services with the Ministry of Social Development and Social Innovation, helping to cut red tape for citizens accessing services and information.

Expanding high-speed connectivity is a priority for this ministry. I am pleased that today, 95% of British Columbians have access to high-speed Internet service and we continue to work towards our goal of 100% access for all British Columbians by the end of 2021.

Our ground breaking BC Services Card is an innovative approach to provide secure access to health services. More than three million cards have now been issued to British Columbians, and we are exploring potential new uses for the card that will give B.C. residents access to other provincial services, while maintaining the highest levels of security and privacy.

I would like to thank the ministry staff for their work. I am privileged to lead a remarkable team of professionals who spend each day committed to delivering effective programs and ensuring that public service employees have the workplace tools needed to deliver quality services to British Columbians. It's an inspiration to work alongside you every day.

The Ministry of Technology, Innovation and Citizens' Services *2015/16 Annual Service Plan Report* compares the ministry's actual results to the expected results identified in the *2015/16 - 2017/18 Service Plan* and is prepared in accordance with the *Budget Transparency and Accountability Act.* I am accountable for those results as reported.

Honourable Amrik Virk
Minister

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Purpose of the Ministry

The Ministry of Technology, Innovation and Citizens' Services (the ministry) performs a dynamic role in government to support businesses, citizens, government ministries and broader public sector organizations. The mandate of the ministry is to grow British Columbia's technology sector, champion innovation, and enable the delivery of cost-effective, accessible and responsive services. This means the ministry supports businesses by making it easier for them to work with government. It also works to make the province a destination for technology entrepreneurs, innovators and the organizations they lead, and ensures privacy and identity information is secured. The ministry meets the changing needs of its public sector clients in a cost-effective, accessible and responsive manner. It seeks out and leverages strategic vendor relationships and contracts so that the public sector – as a whole – can gain process and financial efficiencies. The Minister oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens. The Minister also oversees the BC Innovation Council, the province's lead agency for accelerating the commercialization of technology and advancing entrepreneurship with partners located in all regions of the province.

Strategic Direction and Context

The Minister's mandate letter, addressed from the Premier on June 10, 2014 to the former Minister of Technology, Innovation and Citizens' Services, Honourable Andrew Wilkinson, outlined an ongoing workplan for the ministry. This letter stated that our government is taking steps to ensure development opportunities in the province are obtained where they make economic and environmental sense. The province's technology industry has unlimited opportunities and is a significant contributor to the success of our *BC Jobs Plan*, which is helping to build a strong economy and create high-paying jobs in the technology sector. The Technology and Innovation Strategy (#BCTECH Strategy), developed in partnership with other ministries and stakeholder input, identifies and addresses barriers to growth in B.C. and identifies actions the government is taking to remove these barriers and support growth. British Columbia's technology sector provides almost 87,000 jobs, across over 9,700 companies, and is a significant contributor to provincial economic output, consistently growing faster than the economy overall.

Provincial and public sector organizations in B.C. are operating under Taxpayer Accountability Principles that strengthen cost consciousness, accountability, appropriate compensation, service and respect, and ensure government operates with integrity, including a requirement to establish a strong ethical code of conduct for all employees and executives. The Taxpayer Accountability Principles are being integrated into the operation of provincial public sector entities.

The responsibility for the information management file transferred to the Ministry of Finance in December of 2015. The information management file includes privacy, information policy and access, and records management. These areas are responsible for the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act* and the newly passed *Information Management Act*, which will replace the outdated *Document Disposal Act* of 1936.

British Columbia's real GDP increased by 3.0 per cent in 2015 (according to preliminary GDP by industry data from Statistics Canada), following growth of 2.9 per cent in 2014. Employment in B.C. grew by 1.2 per cent in 2015, an improvement from the 0.6 per cent growth rate observed the year before. Solid retail

sales growth was supported by steady employment growth, increased tourism and a relatively high level of interprovincial migration to the province. Employment and population gains also benefitted B.C.'s housing market. Meanwhile, unbalanced global demand and declining commodity prices took a toll on B.C. exports and manufacturing shipments in 2015. Going forward, downside risks to British Columbia's economy include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, and slower than anticipated Asian demand, particularly from China. Additional risks include uncertainty in the outlook for the Canadian dollar and weak inflation.

Report on Performance

The Minister's mandate letter stipulated that the only way to secure long-lasting prosperity is to ensure that private sector investments are welcomed and encouraged in our province. The ministry's task has been to continue to support the *BC Jobs Plan* to build a strong economy and create high-paying jobs in the technology sector by using levers such as tax incentives to help businesses grow; and to deliver a Technology and Innovation Strategy (#BCTECH Strategy) that provides options for government on how best to accelerate British Columbia's economic performance by supporting innovation, commercialization and entrepreneurship in the B.C. technology sector. The ministry has been working with industry and the BC Innovation Council to determine how government can help industry move ahead, and attract and retain talent and businesses.

Technology continues to transform how citizens interact with government, and the ministry is working to modernize service delivery to ensure the services citizens need and expect from their government are delivered as effectively as possible, at the same time ensuring that citizens' privacy is protected and information is secure. Seizing strategic opportunities to engage our vendors in innovative solutions to common service delivery challenges will help ensure that the ministry can make this vision a reality over the short and long term. The BC Services Card is an example of opportunities for innovation being realized. This ground-breaking services card will be used to provide more service enhancements and streamlining, allowing citizens to safely and securely access multiple government services, both in person and online.

The mandate letter also requires the ministry to ensure that its internal operations are managed in a fiscally responsible way so that financial efficiencies can be achieved. The ministry continues to contribute to government's overall fiscal discipline by looking for opportunities to streamline processes. It has embraced a continuous improvement culture, with a focus on initiatives that increase efficiency, and where public servants are engaged, empowered, supported and held accountable to continuously improve processes to deliver value to British Columbians.

The goals, objectives, strategies and performance measures of the ministry align with the Taxpayer Accountability Principles, reflecting the priorities and values of government and the citizens of British Columbia. The principles strengthen accountability, promote cost control, and ensure government operates in the best interest of taxpayers, including a requirement to establish a strong ethical code of conduct for all employees and executives. The ministry, in collaboration with its Crowns, the Knowledge Network Corporation (KNC) and the BC Innovation Council (BCIC), has developed evaluation plans that align with government direction, and measure specific performance indicators against the taxpayer accountability principles. Strategic engagement plans have been developed that enable the ministry and its Crowns to work together more effectively to meet the outcomes identified by the Minister, in consultation with the board chairs.

In the reporting year, KNC completed a review and approval of their annual operating budget; they conducted quarterly financial reviews and quarterly Crown expenditure reviews. They demonstrated a standardized approach to performance management and employee compensation by adhering to their performance compensation guidelines. They maintained a clear focus on positive outcomes for the citizens of B.C. by ensuring that all service enquiries are responded to within 48 hours and communicating strategic priorities, decisions and financial information to the public through Service Plans and Annual Reports, or by request. Moreover, in 2015/16, new board members were provided with a detailed orientation, including responsibilities under the Taxpayer Accountability Principles.

BCIC developed performance targets that relate to program-based BCIC funding agreements, satisfaction across BCIC-funded programs, operating expenses as a portion of overall budget, an annual staff orientation for BCIC's Code of Ethics, and consistent internal communications. Targets were met in all areas of the evaluation plan in 2015/16. BCIC and the ministry are meeting the actions outlined in the strategic engagement plan, which include regular meetings with representatives from the ministry and BCIC at several levels.

In December 2015 the responsibility for information management which includes information access, information privacy and records management functions under the Chief Records Officer, was transferred to the Ministry of Finance. This transfer streamlines information management across government by integrating key information management disciplines under one comprehensive corporate program. In the 2015/16 – 2017/18 Service Plan, the branch of Information Access Operations planned to measure the average cost to complete a freedom of information request. Since this change took effect within the reporting year, any references to information access, policy and operations, and any associated performance measures, will be included in the Ministry of Finance 2015/16 Annual Service Plan Report.

Goals, Objectives, Strategies and Performance Results

The goals, combined with the objectives and strategies of the 2015/16 – 2017/18 Service Plan, aligned with the ministry's internal operations, while maintaining the external focus critical to the organization's success in serving the public. The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that were implemented in order to achieve the desired objectives. The performance measures linked to objectives are indicators for the progress being made.

Goal 1: Create conditions for B.C. businesses to be successful

In the reporting year, as per its mandate, the ministry delivered the #BCTECH Strategy to support diversification of the B.C. economy. The strategy articulates how the ministry will support the technology sector to move ahead and attract and retain talent, employers and investors. The ministry worked with BCIC to help foster collaboration between the technology industry, academia and other parts of government to enable job growth. This kind of collaboration and co-operation has enabled innovative ideas from industry and post-secondary institutions to become successful commercial ventures, and is one example of how the strategy has helped deliver on creating conditions for B.C. businesses to be successful. As the strategy unfolded over the course of the year, the ministry

reviewed the objectives and performance indicators it tracks through its Service Plan in relation to the strategy.

In further support of small and medium businesses' success and economic development in the province, the ministry consulted with the business community to find ways to streamline government services and processes. As a result of these consultations, a key focus of 2015/16 was to make it easier for businesses to access government procurement opportunities.

Objective 1.1: Position B.C. as a destination for the technology sector and innovation

Strategies

Key strategies for this objective:

- Encourage the development, commercialization and adoption of technologies and processes that align with government priorities;
- Work with private sector, post-secondary partners and other ministries in support of B.C.'s Technology Strategy; and
- Encourage commercialization and knowledge transfer between universities and businesses.

Performance Measure 1: The number of co-op students undertaking private business placements in B.C.

Performance Measure	2013/14 Baseline	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
The number of co-op students undertaking private business placements in B.C.	6,188[1]	6,701	7,000[2]	7,331	7,500[2]	7,850

Data Source: **BC Co-op Education Statistical database**

[1] The 2013/14 baseline has been updated to 6,188 to reflect the 2013/14 actual number, as reported in the 2014/15 Annual Service Plan Report.

[2] The 2015/16 target was changed in error in the 2016/17 – 2017/18 Service Plan; the target has been updated to reflect what was published in the 2014/15 Annual Service Plan Report.

Discussion

Achieving the goal of creating conditions for B.C. businesses to be successful involves facilitating their access to talent and entrepreneurial expertise. BCIC is responsible for developing programs to jump-start new companies. Currently, the BC Training Tax Credit Program supports apprentices in industrial trades. The new BC Tech Co-op Grants Program supports the placements of co-op students in small technology companies.

Tracking the increase of co-op placements in private B.C. businesses shows how this measure contributes to business success by improving businesses' access to talent through increased co-op

placements. Increasing co-op placements will also ensure that students have the necessary real-world experience in technology firms, which will improve the quality of their training and job prospects.

There was an 8.6 per cent increase in actual co-op placements in private B.C. businesses between 2014/15 and 2015/16. This indicates a willingness from the private sector to further develop local talent.

The BC Co-op Education Statistical database, maintained by the University of Victoria, is the only one in Canada. Other provinces do not yet collect and publish co-op placement data in a manner that could allow for comparison with this performance measure. The Canadian Association for Co-operative Education is currently working towards creating such a database. Once the national database is up and running, benchmarking comparisons may become possible.

Objective 1.2: Streamline processes and access to information and services so it's easier for businesses to access government resources

Strategies

Key strategies for this objective:

- Make it easier for small businesses to access and compete for government work by continuing to streamline the procurement process;
- Partner with businesses to simplify and improve interactions with government; and
- Improve government's procurement system (BC Bid) to enable a fully managed digital procurement process.

The Province of B.C. is actively working to select and implement modern technology to support the procurement process. In June 2015, business requirements for this technology were posted publicly on the ministry's OpenHub site, which generated 100 comments for consideration. A request for qualifications was issued in February of 2016, as part of a two-stage process to select a service provider to replace and expand the functionality of the existing BC Bid, government's online procurement application.

The BC Bid Resources website was launched in July 2015, and includes over 250 pages of public information and guidance on how to manage the procurement lifecycle. This provides transparency into government processes, and streamlines the procurement process for ministry buyers. Several template improvements are underway, including the two-page, Short Form Request for Proposals template (SRFP). Since its launch in April 2014, 155 SRFPs have been posted to BC Bid.

Service BC has made significant improvements in services with the onboarding of the Natural Resource Sector to the OneStop Business Registry using the single Business Number. This will improve a business's interactions across the Natural Resource Sector and government. Service BC has also identified improvements to business interactions as part of the Reducing Red Tape initiative by focusing on opportunities to reduce the regulatory burden on businesses. This includes the opening of a new Service BC Centre in Victoria to provide in-person assistance to citizens and businesses. Further improvements to service delivery will be realized in November 2016, when Service BC will

complete the development of a new online application to allow societies to file key documents as part of the new *Societies Act.*

A stronger governance framework has been created with the establishment of the Service Delivery Board for business, which aligns the executive in several ministries to champion a co-ordinated approach to business service delivery.

Service BC is also working with jurisdictions across Canada to harmonize corporate registries to reduce barriers to businesses expanding across jurisdictions. This work will streamline the registration process for extra-provincial companies and organizations, and provide easier access to information across Canada.

Goal 2: Make it easier for citizens and businesses to interact with government

Technology affects many aspects of our daily lives. Ministry research tells us that citizens and businesses would like more options to access government services and information, especially digitally. They also want modernized services with better integration across all government services provided by the ministry, whether it is in-person, digitally or over the telephone. In expanding choice and greater access to services, the ministry needs to ensure that their privacy and information is secure and protected; and that it is processing requests in an efficient and cost-effective manner.

Objective 2.1: Citizens and businesses can easily access government services and information

Strategies

Key strategies for this objective:

- Make it easier to access services and information with on-demand and self-service options;
- Improve integration of in-person government services in communities;
- Enable a consistent service experience for in-person, telephone and digital services; and
- Provide timely and appropriate information to the public.

Performance Measure 2: Citizen Satisfaction with Service BC Centres and Contact Centre

Performance Measure	2012/13 Baseline	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Citizen Satisfaction with Service BC Centres and Contact Centre	90%	94%	Biennial Survey; next survey in 2016/17	Biennial Survey; next survey in 2016/17	At least 90%	Biennial Survey; next survey in 2018/19

Data Source: **BC Stats**

Discussion
This measure is based on biennial surveys that focus on the satisfaction of citizens when they access government programs and information in person through Service BC Centres, and by telephone through the Service BC Contact Centre. The measure shows how satisfied citizens are with the overall quality of service delivery when they access government programs and services. Service BC has measured citizen satisfaction since 2002; however, the survey methodology changed substantially in 2012/13, which is why 2012/13 has been selected as the baseline.

Another change to the methodology was made in 2014/15 to address potential survey bias and increase the number of respondents. Citizen satisfaction is calculated as a weighted average of the in-person and telephone survey results based on the volume of citizens served by each channel.

The next survey will be conducted within the 2016/17 fiscal year, and these results will be available in the 2016/17 Annual Service Plan Report.

Performance Measure 3: Business Satisfaction with BC Registry Services

Performance Measure	2011/12 Baseline	2014/15 Actual[1]	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Business Satisfaction with BC Registry Services	89%	87%	Biennial Survey; next survey in 2016/17	Biennial Survey; next survey in 2016/17	At least 90%	Biennial Survey; next survey in 2018/19

Data Source: BC Stats
[1] Margin of error is ± 2% at the 95% confidence level. If the survey was repeated many times, then 95% of the time, the survey would find business satisfaction to be between 85% and 89%.

Discussion
BC Registries and Online Services first conducted a business satisfaction survey in 2011/12 to assist in assessing the quality of existing services and to provide a basis for the effective delivery of services in the future. This measure is based on biennial surveys and changes were made in 2014/15 to adhere to industry best practice. To ensure further continuous improvement, BC Stats has a review underway to increase the number and variety of businesses selected, to have the survey conducted closer to the time the business has a service experience as well as reduce seasonal variety, and to increase the number of people responding. BC Stats will make suggestions to improve the methodology by the end of May 2016. The next survey will be conducted within the 2016/17 fiscal year with results available in the 2016/17 Annual Service Plan Report. The target for 2016/17 is set at 90 per cent and it is recommended that this target be kept.

Performance Measure 4: Productivity Improvements in Processing Freedom of Information Requests

Discussion
The responsibility for the information management file transferred to the Ministry of Finance effective December 16, 2015. As such, this performance measure will be reported in the Ministry of Finance's 2015/16 Annual Service Plan Report.

Objective 2.2: Expand and improve access to digital service delivery

Strategies

Key strategies for this objective:

- Support the expansion of high-speed Internet services and cellular coverage i.. rural and remote areas;
- Improve digital service delivery for businesses and citizens; and
- Continue the expansion of proactive and routinely released government information.

Performance Measure 5: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)	95% (193 of 203 First Nations)	100% (203 of 203 First Nations)	100% (Complete)

Data Source: Network BC and All Nations Trust Company

Discussion

This performance measure demonstrates the level of success in enabling First Nations communities' access to broadband Internet services. The province provides assistance in the development of strategies to upgrade telecommunication transport infrastructure that allows service providers to connect First Nations homes, businesses and schools to the Internet.

The provincial government continues to support First Nations-led connectivity initiatives that provide access to broadband Internet services. The actual results presented are based on information received from the All Nations Trust Company.

This measure does not take into account the number of communities with local infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate of how many users there are. The province does not have direct control over the targets, as this initiative is being delivered externally by First Nations organizations.

The variance between the 2015/16 target and actual reported is the result of a delayed completion date for transport into one community, and another community being impacted by a regulatory matter.

The performance measure is anticipated to be completed by March 31, 2017.

Objective 2.3: Protect and secure citizens' privacy and information

Strategies

Key strategies for this objective:

- Provide effective and secure identity management solutions that help citizens access a wider range of services through the BC Services Card; and
- Ensure optimal training for the public service on security, privacy and information sharing policies and practices to protect citizens' privacy.

Performance Measure 6: Number of citizens issued a BC Services Card

Performance Measure[1]	2014/15 Baseline[2]	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of citizens issued a BC Services Card	2,094,983	2,800,000	3,130,481	3,500,000	3,700,000

Data Source: Provincial Identity Information Management Program

[1] Actual and target numbers are cumulative totals.
[2] Number of cards issued from February 2013 to March 31, 2015.

Discussion

This performance measure demonstrates the progress in issuing BC Services Cards to citizens around the province. The BC Services Card is a key enabler for government to implement service enhancements and address citizens' needs and demands for access to online services.

The BC Services Card is designed to make it easier for British Columbia residents to access numerous services with just one card, eliminating the need for multiple user-IDs and passwords. Health Insurance British Columbia (HIBC) and the Insurance Corporation of British Columbia offer one-stop, seamless services through 29 of our Service BC Centres, including identity proofing, ID document submission, HIBC account updating and issuance of the BC Services Card. The BC Services Card will also allow citizens to manage their BC Services Card preferences, like their email address and passcode changes, and view their previous 30-day, card-use history. The card is designed to keep citizens' personal information secure, using technology with advanced security features. The ministry is actively working with several other ministries to enable citizens with access to their services, using a BC Services Card. The ministry also continues to engage with ministries to identify other potential onboarding opportunities. As government services onboard to the BC Services Card, multiple services will become available both online and in person.

Goal 3: Deliver efficient and effective services to the Public Sector

Government requires that the ministry be fiscally innovative about assets like real estate and technology so that they are well managed, cost-effective and secure. The ministry also ensures that public service employees have the workplace tools they need to do their work effectively, such as up-to-date systems and equipment, policies and flexible office space options.

Objective 3.1: Information technology and real estate services meet the changing needs of core government and broader public sector organizations

Strategies

Key strategies for this objective:

- Continue to set the strategic direction for information management and information technology;
- Foster strategic vendor relationships for cost savings and innovative service development;
- Optimize government's real estate portfolio for space utilization, safety and security, and support government's service delivery model; and
- Leverage real estate activities to advance broader government objectives such as greenhouse gas reduction, accessibility and innovation.

Performance Measure 7: Broader Public Sector Organizations Using Data Centres

Performance Measure	2014/15 Baseline	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Broader Public Sector Organizations Using Data Centres	11	11	13	14	15

Data Source: Hosting Administrator's Office

Discussion

This measure demonstrates that the ministry is providing information technology services that meet the changing needs of the broader public sector. These services include data centres, servers and data storage for the provision of applications and related information processing.

Use of services in the province data centres allows clients to maintain uptime, mitigate risks (providing enhanced security and protection against outages due to natural disasters) and take advantage of economies of scale through aggregated demand.

The 2016/17 target has increased from 13 to 14 broader public sector organizations using services in the Data Centre. This increase is based on actual results in 2015/16.

Performance Measure 8: Percentage of vacant office space

Performance Measure	2011/12 Baseline	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of vacant office space	1.5%	1.65%	<1.65%	1.49%	<1.65%	<1.65%

Data Source: @REALBC, Real Property Division's real property management system

Discussion
This measure demonstrates the ministry's efficiency in managing office space infrastructure. This includes the prudent procurement and allocation of facilities for government program use.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in establishing targets, as prudent holdings improve effectiveness, reduce costs by providing space for shorter-term programs and temporary space during renovations, and improve responsiveness to emerging needs.

The vacancy rate varies over time due to shifts in the portfolio and corresponding occupant levels. The most recent vacancy rate declined slightly due to some inventory leaving the portfolio and some surplus space being allocated to new occupants. However, too low a rate may impose increased costs as the portfolio is unable to respond to sudden and immediate changes in demand for space. Accordingly, the target will never be zero. The current target, based on experience, has proven to provide both flexibility within a large real estate portfolio for new space requirements, as well as minimize costs by not holding excessive vacancy.

Objective 3.2: Public service employees have the workplace tools they need to do their jobs effectively

Strategies
Key strategies for this objective:

- Implement innovative office space designs to enhance effective employee collaboration and mobility; and
- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to conduct their work.

Leading Workplace Strategies (LWS) is the B.C. government's co-ordinated corporate approach to support and promote mobile and flexible work styles by integrating technology, culture and space in innovative ways. LWS is assisting the BC Public Service to benefit from advancements in technology, and drive organizational culture to promote greater collaboration, flexibility and mobility, resulting in a more engaging employment experience. In addition, improved financial performance and environmental sustainability, and more effective stewardship of the corporate real estate portfolio are also being achieved. A recognized success throughout B.C. and Canada, earning two Premier's Awards as well as a silver medal from the Institute of Public Administration in Canada, this corporate initiative has completed 19 projects in the province, with seven more underway, and four more in the planning stage. Currently, over 2,150 provincial government employees now work in a Leading Workplace. Since 2011, LWS has reduced required space by over 23,000 m^2, reduced greenhouse gas emissions by approximately 8,000 tons (the equivalent of more than 1,500 cars off the road), reduced building occupancy costs by $13M, and increased space utilization by more than 20 per cent.

The successful rollout of Managed Print Services across the entire public service has reduced the government printer fleet by 50 per cent (7,100 to 3,360 printers). The introduction of this service has provided higher security of confidential documents, since documents will not print until employees are physically at the device and swipe the reader. Approximately one-quarter (800,000) fewer pages of paper were used for printing in 2015/16. This initiative has transformed the corporate culture

around printing, and changed behaviour along with technology. This results in less energy consumption, less paper procurement and consumption, fewer printers and less waste.

The Voice Modernization Initiative will replace legacy technology and end points (e.g., telephones, headsets, etc.) in all government offices with new unified communications technologies. This initiative will enhance communication and allow broader collaboration between government offices, as well as improve service to the public and business sector. In 2015/16, the B.C. government updated 2,000 telephones to the new Lync voice service for the Ministry of Health and on-boarded 450 BC Pension Corporation users to the Lync service. The Lync Unified Communication service will provide flexibility and a greater range of end-point choices to access voice, video and conferencing services.

The Network Modernization Initiative is a multi-year project to implement the next generation Government Enterprise Network: a high-speed, reliable, secure and virtual private network that will provide the infrastructure necessary to support emerging technologies and the delivery of ministry programs and services across the province. In 2015/16, the B.C. government migrated 765 schools to the Next Generation Network and 450 government sites to the TELUS Converged Edge network, providing enhanced performance capabilities and a higher capacity infrastructure to support current and future ministry applications and services.

Objective 3.3: Provide core government and the broader public sector with cost-effective, accessible and responsive services

Strategies

Key strategies for this objective:

- Leverage the benefits of shared services and strategic partnerships across government and the broader public sector;
- Improve corporate supply arrangements to further reduce costs and increase value for money; and
- Continuously improve the effectiveness of business processes.

Performance Measure 9: Administrative Cost of Delivering Shared Services

Performance Measure	2012/13 Baseline	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Administrative Cost of Delivering Shared Services	1.8%	1.5%	<2.0%	1.6%	<2.0%	<2.0%

Data Source: Corporate Accounting System

Discussion

This measure demonstrates the ministry's effective and efficient use of financial resources in delivering shared services. Containing administrative costs at an effective level ensures that maximum funding is available to deliver services to core government and broader public sector organizations.

The ministry reduced administrative overheads over the four years leading up to fiscal 2012/13, resulting in only 1.8 per cent spent (or $13.9M) on administration to support shared services. As a result, future year targets are based on this baseline. Since that time, the ministry has implemented

continuous improvement initiatives that focus on administrative unit efficiencies in order to maintain and better this baseline. In 2015/16, the cost of administrative overhead to support shared services was 1.6 per cent (or $12.5M), which was a slight increase from 2014/15 at 1.5 per cent spent (or $12.3M).

The percentage measure is calculated by dividing the actual expenditures for administrative business units within shared services and corporate services by the total gross expenditures of shared services.

Financial Report

Discussion of Results

A summary of the financial results for the Ministry of Technology, Innovation and Citizens' Services is presented below. In 2015/16, the ministry managed within its budget and other authorizations, ending the year with a net surplus. The ministry continued with its focus to maintain core services in light of the current fiscal situation faced by government. The approach taken by the ministry was to protect services to citizens and businesses by scaling back on non-core activities that would not impact its external clients. Shared Services continues to look for efficiencies and savings achieved in both office space and systems charges incurred on behalf of all government ministries.

To assist government in achieving its fiscal targets over the three-year budget plan, the ministry will continue to practice fiscal discipline and adhere to expenditure management controls. The ministry will continue to look at innovative ways to deliver services to meet our clients' needs in a cost effective manner.

Financial Report Summary Table

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Services to Citizens and Businesses	17,923	0,000	17,923	18,460	537
Office of the Chief Information Officer	12,496	2,576	15,072	13,289	(1,783)
Innovation and Technology	8,491	2,000	10,491	13,616	3,125
Executive and Support Services	25,061	(548)	24,513	22,794	(1,719)
Logistics and Business Services	12,471	(9,618)	2,853	1,927	(926)
Real Property	268,822	7,024	275,846	274,526	(1,320)
Technology Solutions	147,625	(1,573)	146,052	147,438	1,386
Sub-Total	**492,889**	**(139)**	**492,750**	**492,050**	**(700)**
Adjustment of Prior Year Accrual[2]	0,000	0,000	0,000	(1,587)	(1,587)
Total	**492,889**	**(139)**	**492,750**	**490,463**	**(2,287)**

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Services to Citizens and Businesses	0,000	1	1	1	0,000
Office of the Chief Information Officer	41,590	2,600	44,190	43,504	(686)
Executive and Support Services	10	(8)	2	0,000	(2)
Logistics and Business Services	0,000	7	7	204	197
Real Property	130,412	(2,600)	127,812	109,972	(17,840)
Technology Solutions	18,561	0,000	18,561	18,545	(16)
Total	**190,573**	**0,000**	**190,573**	**172,226**	**(18,347)**
Other Financing Transactions ($000)					
Real Property – Release of Assets for Economic Generation					
Receipts	(5,500)	0,000	(5,500)	(5,302)	198
Disbursements	5,500	0,000	5,500	3,748	(1,752)
Net Cash Source (Requirements)	0,000	0,000	0,000	(1,554)	(1,554)
Total Receipts	(5,500)	0,000	(5,500)	(5,302)	198
Total Disbursements	5,500	0,000	5,500	3,748	(1,752)
Total Net Cash Source (Requirements)	0,000	0,000	0,000	(1,554)	(1,554)

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

Transfers To/From other Ministries due to Government Re-organization: Corporate Information & Records Management Office ($13.774m)

Office of the Chief Information Officer ($2.035m)
Executive and Support Services ($0.548m)
Logistics and Business Services ($9.618m)
Technology Solutions ($1.573m)

Access to Contingencies ($13.635m)

Office of the Chief Information Officer ($4.611m)
Innovation and Technology ($2.000m)
Real Property ($7.024m)

Contingencies access resulted in net surplus for the ministry ($0.700m), before reversal of prior year accruals, due to the impact of the Corporate Information & Records Management Office Government Re-organization with the Ministry of Finance.

Capital – Budget reprioritized during the year

[2] The Adjustment of Prior Year Accrual of $1.587 million is a reversal of accruals in the previous year.

Major Capital Projects

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to March 31, 2016
Maples and PAC Replacement The province has approved the relocation of the Maples Adolescent Treatment Centre (Maples) and the Community Living BC Provincial Assessment Centre (PAC) Programs, and construction of a new purpose built facility on the Riverview Lands located in Coquitlam. By relocating Maples and PAC, the province intends to meet the following objectives: modern, improved and permanent purpose built facilities to operate these programs; improved security and safety for youth and adults with developmental disabilities, and for staff; and; flexible and adaptable space to allow for any changes to delivery of these programs in the future. The new building strives to evolve mental health facilities to state-of-the-art, and maintain privacy and confidentiality for patients and families. Risks are inherent on projects of this size and complexity. In acknowledgment of that fact, the ministry has established a multi-stakeholder Project Executive Board to manage the implementation of the project as well as provide oversight and governance on matters pertaining to scope, schedule, budget, procurement and communications, and any other issues that may arise throughout the duration of the project. The Ministry of Finance will retain $6 million of the total budget as project reserves, with the Ministry of Technology, Innovation and Citizens' Services managing the remainder of the overall $75 million budget.	**2018/19**	**75**	**0**

Appendix A: Ministry Contact Information

Department	Telephone	Website or Email
Government Chief Information Officer	**In Victoria:** 250 387-0401	http://www.cio.gov.bc.ca/
Service BC	**In Victoria:** 250 387-6121 **In Metro Vancouver:** 604 660-2421 **Elsewhere in B.C.:** 1 800 663-7867 **Outside B.C.:** 604 660-2421	http://www.servicebc.gov.bc.ca/
Premier's Technology Council	**In Victoria:** 250 508-7228 **In Metro Vancouver:** 604 660-8153	premiers.technologycouncil@gov.bc.ca

Appendix B: List of Crowns, Agencies, Boards and Commissions

Crown	Telephone	Website or Email
BC Innovation Council	**In Metro Vancouver:** 604 683-2724 **Elsewhere in B.C.:** 1 800 665-7222	http://www.bcic.ca/
Knowledge Network Corporation	**In Metro Vancouver:** 604 431-3222 **Elsewhere in B.C.:** 1 877 456-6988	http://www.knowledge.ca/

Appendix C: Significant Independent or Semi-Independent Offices or Operating Segments

Not Applicable. The ministry has no significant independent or semi-independent offices or operating segments.

Appendix D: Minister's Mandate and Actions Summary

In the Premier's annual Mandate Letter to the Minister, dated June 10, 2014, the Minister of Technology, Innovation and Citizens' Services received direction on strategic priorities for the 2015/16 fiscal year. These priorities and the ministry's resulting actions are summarized below:

Mandate Letter Direction	Ministry's Action
1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	Through active and ongoing management and monitoring, the ministry balanced its ministerial budget.
2. Develop a provincial innovation strategy paper to provide options for government on how best to support innovation and entrepreneurship in British Columbia by December 31, 2014.	A Treasury Board Submission identifying the costs for a provincial innovation strategy was submitted to the Ministry of Finance on December 18, 2014. Additionally, a draft provincial innovation strategy was submitted to Cabinet Committee Strong Economy (CCSE), for review on December 18, 2014. On January 28, 2015, Cabinet Committee approved the strategy in principle, and the ministry was directed to conduct further consultations with relevant ministries, strengthen the focus on economic diversification and job creation, and develop a high-level implementation plan.
3. Work with the Ministry of Finance to expand the BC Tax Credit program to include co-op and placements in small technology firms as committed in Strong Economy, Secure Tomorrow.	Developed a multi-year co-op grant program based on industry and academia feedback, with funding authorized for a two-year program. This program will be delivered for the 2015/16 and 2016/17 fiscal years.
4. Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program which would double the tax credits available for B.C. firms.	The provincial Ministry of International Trade has followed up with Finance Canada to provide additional information on the program. Despite government and BC Technology Industry Association efforts to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program, it was not reflected in the 2016 federal budget.

Mandate Letter Direction	Ministry's Action
5. Work with the Ministry of Finance to expand the value of the Small Business Venture Tax Credit program by an additional $5 million in 2015/16, as committed in Strong Economy, Secure Tomorrow.	In Budget 2015, the Small Business Venture Tax Credit program received a one-year, $3 million increase from a $30 million base for 2015/16. In Budget 2016, the program received a permanent increase of $5 million, as committed in Strong Economy, Secure Tomorrow, bringing the current total available for the program to $35 million.
6. Maximize the use and report out on successes of the TELUS Strategic Investment Fund.	The value of the Strategic Investment Fund is based on a percentage of the revenue TELUS earns from telecommunications services provided by the province and the broader public sector. Projects within the fund are intended for strategic, ambitious and transformative information technology with positive impacts on services for British Columbians. In 2015/16 one project was in the implementation phase and $5.7M was contributed to the Fund. Home Health Monitoring (HHM) is an emerging Telehealth technology-based service that provides individuals who are living with chronic conditions with device kits that enable them to monitor health conditions at home, while staying connected to a care provider. This results in improved health outcomes, better health care experiences and overall lower cost of delivering care. It is part of a strategic shift towards meeting the majority of health needs through a provincial system of inter-professional primary and community care. $52M of the Fund has been committed to HHM where $3.8M was provided to the project in 2015/16.

Mandate Letter Direction	Ministry's Action
7. Continue to implement the BC Services Card and report to Cabinet on the potential to expand its use as British Columbians renew their Driver's licenses.	More than three million BC Services Cards (BCSC) have been issued to citizens. In April 2015, the ministry and the Ministry of Health's Provincial Health Services Authority's CareConnect conducted a successful proof of concept that demonstrated that the BCSC can be used to deliver their digital services securely and safely. Currently working with ministries and broader public sector clients to prepare for using the BCSC for access to services online with several services forecast for implementation in 2016/17. This includes the Land Title and Survey Authority of BC pilot and the Ministry of Finance Medical Services Plan Biller Direct. In March 2016, the Minister gave an update to the Cabinet Committee for Strong Economy, Secure Tomorrow regarding the BCSC.
8. Provide options for Cabinet on ways to improve citizens' access to information in British Columbia.	The responsibility for the information management file transferred to the Ministry of Finance, effective December 16, 2015. As such, the actions associated with this mandate letter direction will be reported in the Ministry of Finance's 2015/16 Annual Service Plan Report.
9. Ensure the long-term stability of the Integrated Case Management computer system.	The ministry has ensured the long-term stability of the Integrated Case Management computer system by addressing the IT infrastructure capacity, configuration, and critical incident management, to optimize the incident management processes between the Office of the Chief Information Officer and the Ministry of Social Development and Social Innovation. Moreover, service management has been addressed to strengthen support relationships with key software vendors.
10. Work with the Minister of Jobs, Tourism, and Skills Development to replicate the success of the recent Microsoft agreement to bring new high tech companies to British Columbia.	Ministry of International Trade (MIT), Ministry of Jobs, Tourism and Skills Training, and the Ministry of Technology, Innovation and Citizens' Services are working to develop a B.C. specific key accounts model, with the aim of improving B.C. competitiveness by developing sector investment and export plans for life sciences, cleantech, information and communications technology, and digital media.